

Evaluation Criteria

I. Performance Factors

Safety Assurances - The organization has the appropriate levels of approval authority and planning involvement (internal Agency representation, definition of budget requirements, management accountability, process control and improvement implementation) to assure the highest priority on the safety of all human life and the protection of national and international assets while remaining user mission focused in facilitating utilization of ISS.

Leadership Commitments - The organization can effectively provide the broadest range of advocacy, conflict free integrity (perceived and real) and the highest quality research services to the user and stakeholder communities in fulfilling the overall ISS utilization objectives while assuring the accomplishment of the specific goals, objectives and requirements within each of the three research areas of endeavor:

- a. **Science**
- b. **Technology**
- c. **Commercial**
- d. **Integrated S/T/C**

International Involvement - The organization has the authority, resources and accepted international recognition to not only comply with international commitments but to also leverage international assets through partnerships, barter agreements and other contract arrangements in achieving maximum effective ISS utilization. The organizational interface complexities in initiating opportunities (directly and indirectly) and in performing these responsibilities should be as simple as possible and provide high accountability for results to the Agency, the National S/T/C user communities and the International research communities.

Quality of Human Resources - The organizational structure, size, opportunities, positions of influence, incentives and culture can attract the “best and brightest” in fulfilling the broad nature of the leadership, advocacy, technical skills, management expertise, business acumen practices, innovative improvements and customer oriented attitudes for each the three research endeavors.

Strategic Focus - The organization is responsible for and is structured to achieving and maintaining focus on excellence in ISS Utilization as its highest priority and has its goals and objectives aligned to the strategic plans of the S/T/C user community and sponsoring research entities, while also being timely, flexible and adaptable in its ability to respond to changing research needs.

Responsiveness - The organization can align its budget and staffing, and provide the management focus and flexibility in its processes to be responsive to user requirements and to achieve increased research utilization opportunities, output and outcome through continuous process improvement mechanisms and lessons learned.

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Optimized Use of Access and Resources - The organization has the capability to optimize the use of current and future available space access and ISS resources. This will support the highest priority conduct of research on a World-class International facility. This includes authority, position of influence, resources and appropriate external organizational interfaces to advocate, negotiate, and secure commitments for the user communities. Examples of necessary and dependable access resources include the frequency, timeframe, and location of launch opportunities, vehicle ascent and descent resource allocations, and ISS resource allocations and contingency accommodations.

Shorter Time to Enable Discovery - The organization has a mission focus that establishes the highest priorities to providing stable research funding commitments and efficient outcome driven user centric processes, including research selection and multiple flight approval as appropriate in order to reduce the end-to-end life-cycle time of a payload.

Customer Focus - The organization is structured to effectively involve the S/T/C user community in all phases of planning, designing, implementing, conducting and evaluating utilization of the ISS, to foster trusted confidence and greater external involvement of the user community in ISS utilization, and to focus on responding to the voice of the customer in its ability to simplify and streamline the processes associated with ISS utilization.

Performance Accountability - The management option can provide leadership values and performance expectations that are user focused, aligned with the available resources and consistent with all organizational commitments. The management processes, lines of authority, ownership of responsibilities and process improvement actions should reflect maximum organizational accountability for performance in accomplishing and improving the desired user outcomes.

Integrity - The organization can efficiently provide stewardship of public monies and assets, selection processes, and custodial responsibilities for intellectual properties and fulfillment of commitments (users, stakeholders and partners).

Knowledge - The organization can achieve maximum dissemination of appropriate research results to all for use in generating knowledge and application to further research, as well as education and outreach.

Interface Responsibilities - The organization can effectively interface with and/or perform the functions that are inherently or appropriately governmental in nature with minimum implementation complexity and no negative impact to the overall governmental responsibilities of the Agency.

Financial Expenditure - The organization is structured to optimize implementation and sustaining costs, and can provide certainty and confidence in the commitment of resources required to produce the best value to the researcher, over the life of the research

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project and processes.

Funding and Support Advocacy - The organization should be capable of effectively advocating and acquiring viable and sustainable funding resources, including capital investments, broadening the ISS user community, obtaining and maintaining external relationships, and clearly communicating the relevance of outcomes and the desired resource requirements necessary to proactively support the ISS user communities of S/T/C.

II. Agency Implications

Transition - The transition plan mitigates risks to NASA and the organization, is logical and timely, minimizes impacts to ongoing operations and existing contracts, and contains minimal disruption to existing interfaces and agreements.

Establishment – The establishment of the entity considers the complexity of the implementation, the requirement for approval/legislation outside of NASA, the predictability of the outcome, the time needed for establishment, the longevity of the arrangement, and the ability to recompute or sever the arrangement.

Facilities - The organization has the ability to obtain the necessary facility resources to perform assigned functions and maximize the accessibility, availability and overall cost effectiveness in the use of the required facility resources - including those that are owned and/or operated by the government.

Control - The organization has an appropriate level of control for managing the designated functions and will respond to NASA direction as required to carry out its responsibilities.

NASA Human Capital - The implementation of the organization allows NASA to define a full suite of human capital strategies and implement the tools necessary to address potential adverse impacts on NASA employees, and the degree of complexity of the strategies and tools, and the effort necessary for this implementation is considered to be reasonable for NASA to undertake.

Competencies – The competency strategy achieves a balanced result between staffing critical competencies of the new organization and NASA, and recognizes those competencies that the Agency must retain and those for which it relies on industry, academia and others to provide.